


C

C71eC

1916/17





Digitized by the Internet Archive
in 2012 with funding from
University of Illinois Urbana-Champaign

16C
16/17

LIBRARY
OCT 2 - 1917

The Colorado College

Forty-Fourth Annual Report

OF THE

PRESIDENT

OF

COLORADO COLLEGE

AND

RESOLUTION OF THE
BOARD OF TRUSTEES

JUNE 12, 1917

COLORADO SPRINGS, COLORADO

Published by Direction of the Board of Trustees
of Colorado College

The Colorado College

Forty-Fourth Annual Report

OF THE

PRESIDENT

OF

COLORADO COLLEGE

AND

RESOLUTION OF THE
BOARD OF TRUSTEES

JUNE 12, 1917

COLORADO SPRINGS, COLORADO

Published by Direction of the Board of Trustees
of Colorado College

RESOLUTION

*Passed by the Board of Trustees at its Annual Meeting,
June 12th, 1917.*

The Board of Trustees of Colorado College desires at the close of his administration, to place on record its high appreciation of the life and work of President Slocum.

Twenty-nine years ago William F. Slocum left his position in the East and came to Colorado Springs to devote his life to the building of an American college.

The Colorado College which called this young man to be its president, consisted of one small building, a campus sold for debt, an inadequate faculty and a handful of students. At the end of his long service, he is leaving, housed in fourteen permanent stone buildings upon an extensive campus, a substantially endowed institution, which in its academic standards, its high moral influence, and its place in the life of the nation, is recognized as among the leading colleges in the United States. For the payment of debts, the meeting of annual deficits, the improvement of grounds and buildings; for current expenses and for permanent endowment, he has raised nearly three million dollars. The faculty has increased in number from seven to fifty-six; departments from seven to twenty-seven and the number

of students from twenty-eight to nearly eight hundred, while almost one thousand young men and women have received their diplomas from President Slocum's hand.

As a crowning and parting service, he has left as the result of the last year's work, an added endowment for the College of \$500,000. We who appreciate the desperate need of this money and the almost impossible financial conditions under which the work went on, and who realize further that this was accomplished by President Slocum almost without assistance, are glad to assure the friends of the College and this community of Colorado Springs that a more brilliant and important year's work has not been done in the life of the institution.

Unselfishly, earnestly, and with rare devotion, he has given himself to his work; never for a moment, even in the face of seemingly insurmountable difficulties, lowering his high ideal of what Colorado College should be, always meeting discouragements and disappointments with unconquerable courage and faith and constantly influencing the students by the highest ideals. Those who have served with him and under him turn with grateful remembrance to the recollection of his powerful and efficient leadership. In the life of the community, the state and the nation he has exerted an influence for the highest citizenship.

Upon his retirement from the presidency and in recognition and appreciation of all that he has ac-

complished during his administration, the Trustees here express and place upon permanent record their acknowledgment of his devoted and invaluable service to the College and to the State, and extend to President and Mrs. Slocum, whose share has been unusually large in this work, this expression of their deepest gratitude. We assure them that they carry with them from these years of unselfish service the warm personal regard and confidence of each member of the Board of Trustees, who wish for them the rest they have so amply earned and the fullest enjoyment of the fruits of their great work.

WILLIS R. ARMSTRONG,	HENRY McALLISTER, JR.,
GEORGE W. BAILEY,	CHARLES M. MACNEILL,
JUDSON M. BEMIS,	GEORGE FOSTER PEABODY,
JOHN CAMPBELL,	OLIVER H. SHOUP,
GEORGE M. FOWLER,	EUGENE P. SHOVE,
BENJAMIN GRIFFITH,	PHILIP B. STEWART,
IRVING HOWBERT,	MAHLON D. THATCHER,
WILLIAM LENNOX,	FRANK TRUMBULL,
WILLIAM M. VANCE.	



COLORADO COLLEGE IN 1888.



ONE OF THE COLLEGE BUILDINGS IN 1917.

The Forty-Fourth Annual Report
OF THE
PRESIDENT
OF
COLORADO COLLEGE

Presented to the Board of Trustees
By PRESIDENT WILLIAM FREDERICK SLOCUM,
June 12th, 1917.

It was a far-reaching vision that led to the foundation of an institution of the higher learning at a central point in the Rocky Mountain Region; a section of the country that has a great part to play in the history of the nation. Forty-four years ago patriotic and serious-minded men and women under the leadership of a master-mind planted at the foot of these mountains and on the edge of these plains a college to which was given the name of the Commonwealth.

The man who more than any one else was its founder, if any one can be so characterized, said as he turned the unbroken prairie for its first building, "It is to be devoted in the most unsectarian way to the discovery and inculcation of truth."

These and those who followed them have builded better than they knew, and may it not be that the thought and purpose of God, the one master-mind,

were in the founding of this College? If this be true each one, who loyal to this high end has toiled here, has entered into that high purpose. This it is which constitutes the sense of privilege of sharing even in the least in the plan and labor which founded and developed this institution. It is with the faith born of this belief that this forty-fourth report is written and presented to this Board.

The final test of the value of this College will ever be the characters of those who have passed and will pass from its doors into the life of the world.

I.

THE BOARD OF TRUSTEES.

Naturally as one analyzes the human forces which have shared in the making of the College, he turns to that part of its corporate life which constitutes by its charter and constitution, its Board of Control.

Its Trustees in whom is vested the final authority over its affairs have rendered a service of inestimable value. Without any material compensation, even for personal expenses, the members of the Board have given liberally of their time, thought and money; without these gifts the College would not be in existence. During the present administration they have donated over a million dollars to the College, an average of over \$35,000 a year. This with other contributions has made its buildings and their equipments and the endowments

possible. Again and again these gifts have come at times of serious stress and saved financial disaster.

It is of inestimable value that men of such large experience, some of whom have been at the head of the large financial movements of the country, have given much of their council to the affairs of this College. Bankers of large experience, heads of railroad systems, judges of the Supreme and other courts, clergymen of highest character, lawyers with minds trained in the practical affairs of life, many of them college and university graduates, have generously contributed in private conference and more formal meetings their sound advice in regard to the details of college administration.

We need only to mention the names of those who have died during these twenty-nine years to recall their part in the making of the College; General William J. Palmer, the first citizen of Colorado, and the projector and builder of its greatest railway; Mr. J. J. Hagerman, a graduate of the University of Michigan, the builder of another of Colorado's railways, and a man also of large affairs; Mr. Mahlon D. Thatcher, the successful and wise banker of this region; Thomas S. Hayden, a man of keen business judgment; John R. Hanna, another of Colorado's men of affairs who for years followed the College with deep interest and generosity.

All these by their painstaking thought in regard to details of the College, gave what could not have been purchased from them by any business corpora-

tion. I am sure all the present trustees will share with me the thought that at this time special mention should be made of the long, wise and generous service Mr. William S. Jackson has given as a member of this Board. For many years he was Chairman of the Finance Committee, and gave up his connection with it only because of the condition of his health, while his interest in the College is as warm today as ever.

It would be interesting to name one by one the present members of its board of control, many of whom have had their own college life broadened and made more valuable by successful experience in the every-day affairs of business and professional life.

Very much of whatever has been accomplished during these past twenty-nine years is due to this board of direction and control which has loyally and generously made it possible for the President to perform the tasks which have been laid upon him.

II.

THE FACULTY.

Colorado College is equally indebted to its faculties for the administration of its affairs as an educational institution. It is fortunate that men and women who have been trained as scholars and teachers have co-operated in the organization and direction of the never-ending details of its educational life. The function of the faculty of a college or university is that of the scholar and teacher, than

which there is nothing nobler and more important. It is one which requires the full time and strength of those who would enter it as a profession. The office of instructor of the youth of a nation is fraught with such grave responsibilities and opportunities that nothing should interfere with its high ideal and purpose. The administrative province of the faculty of a college is momentous and much depends upon it. Its office is distinct from that of the Board of Trustees. Each has its own field and special prerogative. That of the faculty is the organization and direction of the courses of study and their co-ordination, the classification of students, the regulation of matters of discipline and the development and direction of their personal lives as far as is possible. It includes decisions in regard to intellectual tests, the discussion and formation of departments of education and their organization in the educational life of the institution so far as finances permit. Naturally there must be conferences with the Trustees to consider the enlargement or limitation of the general scope of the College and to see that the purpose of the foundation is executed in accordance with its charter. The faculty administration which has much more of detail to consider than that of the Board of Trustees, finds it necessary to meet frequently, its committees being in almost daily session to see that the affairs of the College are properly considered and directed. A serious danger is that all this may take too much time from the work of the teacher and his prepara-

tion for it; hence the importance of increasing the number of the faculty as soon as possible, so that each man be insured more time for study and work in his own department.

III.

DIFFERENTIATION OF FUNCTIONS.

The function of these boards can and should be carefully differentiated and also co-ordinated. The Board of Trustees is the final court of appeal and should be so composed that it can and will fulfill its duties faithfully holding wisely and steadfastly this authority. It seeks suggestion and advice from the corps of instruction; but cannot abrogate its peculiar responsibilities.

At the same time it gladly relegates to the faculty large fields of administration. It has been shown in this College that this plan leaves to the heads of departments very large liberty in their organization and development. It defers to the wishes of heads of departments in the choice of new or added instructors and helpers. The arbitrary appointment of a subordinate in such departments against the will of the head practically never occurs. The true working theory of college administration is to give each head of a department the very largest possible liberty of plan and action consistent with the purposes of the foundation as an educational institution, and the avoidance of any interference with the work of other departments. It requires the largest and most helpful spirit of co-

operation on the part of all departments to keep a spirit of unity in the institution as a whole, for there is no organization where lack of such a spirit makes more inevitably for trouble and interferes with the constructive work of the institution. The Board of Control, the Corps of Instruction, and each department of teaching have important and co-ordinated functions and there is no encroachment of any one of these upon the other when a right spirit obtains and there is no attempt of one to usurp the province of another. The largest amount of administrative work rests with the faculty because of the endless educational and disciplinary detail for which it is responsible, but the Board of Control must hold itself responsible for the final direction of the policies, appointments and expenditures of the institution.

Colorado College has had upon its faculty men of unusual scholarship, some of whom have either been taken from it by death during this administration or have been called to other institutions. Four men of character and unusual ability have left behind them contributions which have been of great permanent value. Dean William Montague Hall, one of the foremost scholars that Yale University has graduated, was the first Dean. His work in the re-organization of its courses of study and in the development of its educational standards has left its influence to this day. Professor George N. Marden, a brave, consecrated hero, who when financial disaster overwhelmed the College under-

took the apparently hopeless task of collecting funds to keep the institution alive; a work whose difficulty no one comprehends who has not undertaken it. Mr. T. E. Doudna, a man of teaching fervor and personal devotion who, though a great invalid, gained a hold upon students which gave an ideal of service to the individual that will never be forgotten by those who knew him. Professor L. A. E. Ahlers, enthusiastic scholar, teacher and students' friend, who did constructive work in the educational life of the College. Professor Moses Clement Gile, a great teacher and scholar who loved righteousness and showed by his strong character and personal influence how to think and act in the battle of life.

When the history of the College is written, mention will be made of these and of the men of scholarship who have been called to high positions in the leading institutions of the country, such as that of the Professorship of Greek at Leland Stanford University and of Latin at Yale. The College has had teachers and executive officers among its faculty whose labors have been of inestimable value in the evolution of its educational life.

IV.

FINANCE.

While the purely educational and ethical life of an institution like this must in many ways dominate all else, this would not be possible if there were not wise, successful and conscientious administration of its material interests. Large numbers of founda-

tions of higher learning either fail or are hardly worth maintaining because of lack of financial support which is often the outcome of inadequate handling of its affairs, thus producing lack of confidence and often serious disaster.

When the present administration began its work nothing could have been more discouraging than the financial condition of the College. There was not a dollar of endowment and the campus had to be redeemed from forced sale. It would have been much easier for many reasons to have started entirely anew had it not been for the valuable asset in the devotion of true and loyal friends.

The necessary re-organization of the academic life could not be effected until funds were secured. Buildings, equipment, books, current expenses, care of the grounds, office administration and much more had to be provided. The one structure which was called "The College" had inadequate scientific apparatus and only the ability and uncomplaining devotion of the faculty and the self-sacrificing spirit of Professor Marden in collecting funds made it possible to sustain the educational life at all. These devoted teachers deserve highest commendation for what they accomplished under the circumstances.

Neither can too much credit be given to members of the Board of Trustees for their wisdom and cooperation in the reorganization and maintenance of the College. They gave generously of both money and time to the new plans for its development.

V.

THE ENDOWMENT.

The first requisite of an American institution of the type of Colorado College is a permanent fund well and carefully invested, whose income is to be used only for the current expenses.

The creation of such a fund was an important task to which the new administration set itself.

The College has been successful in four distinct movements to secure permanent endowment: One for \$150,000 begun in 1889; one for \$500,000 in 1897 and another for \$200,000 in 1909, and the last for \$500,000 in the fall of 1914 and was completed the 31st of May of this year.

While a portion of this last \$500,000 cannot be paid at once, all of it is a reliable asset. When paid in full the entire sum collected through these campaigns will be \$1,350,000; aside from this amount there have been given during the past twenty-nine years \$193,936.18 for endowment purposes, making with the \$1,350,000 above mentioned a total endowment fund of \$1,543,936.18.

There is also good reason to believe that owing to the work of this period several valuable bequests will ultimately come to the College treasury.

VI.

COLLEGE PROPERTY.

Since 1888 there has been expended upon buildings, including their furnishings, scientific equipment and improvements, one million dollars, in

round numbers, all of which has been donated by friends East and West. Four hundred fifty-five thousand dollars has been used for the payment of debts, annual deficits, improvement of grounds, the cost of library, with its 73,000 volumes and 40,000 pamphlets. All this totals nearly three million dollars. As far as can be estimated the property, which was in 1888 worth less than \$200,000 including the campus, is today a working asset with a present valuation of \$3,000,000; this includes its buildings and their equipments, its endowments and scholarship funds, its campus with its improvements, its library, its museum and scientific apparatus. This is what the present administration turns over as a very sacred trust to the Board of Trustees at the close of its term of office.

The total enrollment of the student body for the past year is 778, while in 1888 it was 28; at that time there were nine in the faculty while now, including all instructors, it numbers sixty-eight. The income from tuition during the former year was \$637; during the past year it has been \$41,101.98.

The College has today the good will of many thousands of people in all sections of the country and these are helping to make it a power for service in the life of the nation.

This good will comes as the result of much personal work. Among organizations now in close friendly relations with the College and contributing to it are "The Carnegie Foundation" and "The Car-

negie Corporation" and "The General Education Board" upon the Rockefeller Foundation. These organizations have given or pledged altogether \$342,000 to the College.

What has had greater value than money can give is the connection that has been made with leading educationalists throughout the country. It has been of the greatest help to your president to be thus enabled to keep in close touch with the educational world and its practical problems.

The work done here in the past quarter of a century both from an educational and financial standpoint would not have been possible without the active sympathy of these individuals and corporations.

The securing of funds is never by what is often superficially called "begging." This work is done only through careful and persistent cultivation of men whose friendship is valuable.

There are a number of movements with large promise of benefit to the College upon which we have been working for a number of years. Present world conditions have forced us to lay aside our confidence that these would soon result in material advantage to the College; but I do not give up the hopes that, in a not very distant future, these movements shall be revived and that I may be of some help in bringing about their fulfillment.

The past year has been one of special activity in college finances. There has been secured in cash and thoroughly good pledges \$223,000; of this

\$6,500 has been for current expenses and \$223,000 for the permanent endowment.

The total receipts for the current expenses of the College have been \$117,152.04. It may be of interest to note that the income from tuition the first year of the present administration was \$637, and from investments nothing, as compared with \$41,101.98 for tuition and \$57,115.65 from invested funds this past year.

The total operating expenses to June 30 will be \$124,768.05, of this \$73,879.36 is for salaries. The estimated deficit from operating expenses at the end of this month will be \$7,616.01. This will be increased by capital accounts of \$3,523.84 including \$2,113.05 for library books, \$641.78 for apparatus, \$518.17 for furniture and fixtures, making the deficit \$11,139.85 which will be somewhat increased during the summer months, so that it is safe to say that at the opening of the new college year in the Fall it will be \$12,500 for which provision must be made either from interest upon the new fund or by securing special gifts for this purpose.

In addition to this it must be kept in mind that as in many other institutions there will be, because of the war, a falling off in tuition next year of from \$12,000 to \$16,000. It is safe to estimate upon the basis of the last amount.

VII.

THE LAST CAMPAIGN FOR \$500,000.

At the annual meeting of the Board of Trustees in June, 1914, the president announced that it was

necessary to secure an increase of the permanent funds by not less than half-a-million dollars. He stated that he had provisionally taken up the matter with the "General Education Foundation," hoping it would help in the movement. Already it had made two substantial contributions to the College and felt that it ought not to give to it again in the near future. The Board hesitated to encourage the undertaking but said that if the president was willing to attempt it they would co-operate as far as possible. The General Education Board was again interviewed and not only agreed to assist in the effort but decided to appropriate \$125,000, their largest proportionate gift, if the balance were secured by June 1, 1917.

Many things have made this campaign a difficult one. A number of the former donors had died while others were not in condition to give. The demands for charity were extraordinarily many and large and the interest of people has been centered naturally upon the war and its relation to the country. This made it appear an insurmountable task at the opening of the present college year to push the campaign, especially as there was still \$216,500 to be secured. The need for the fund, however, was so great and the loss of it would be so serious to the College that the president agreed with the Board of Trustees that after opening the college he would undertake the raising of this fund. Again and again nothing but failure seemed possible; but on May 31st the full \$375,000 was pledged or given

in cash and a message was sent to the General Education Board announcing the fulfillment of their condition. The following reply was received from its Secretary, Dr. Wallace Buttrick: "Am glad to receive your telegram. You have done a noble work. It is a pleasure to help you."

The number of persons who have contributed to this fund has been 516.

The collection and investment of this large amount will be pushed rapidly as possible, but it will be at least a year before this can be completely accomplished.

The entire expense of this campaign to Colorado College in the two and a half years has been less than \$2,000, including advertising, printing and traveling expenses. A similar movement for the same amount in another college cost \$15,000.

There is no reason why there should be any shrinkage in these subscriptions. In all the previous campaigns the full amount of each has been paid into the College treasury.

The College is under obligation to the Committee of Citizens headed by Mr. Oliver H. Shoup for the valuable service it rendered in carrying through the movement to duplicate the tender of \$25,000 on condition that a similar amount should be raised in Colorado.

This fund of \$500,000 when collected, as it will be no doubt during the year, will make, as has been said, the total endowment funds of Colorado College \$1,543,936.18 which ought to produce a yearly

revenue of from \$75,000 to \$90,000. This, with tuition in normal years, will make the income of the College from \$125,000 to \$140,000 a year aside from special gifts that may come for current expenses.

This fund, as all other of the College properties, places serious obligations upon its Board of Trustees. It is a great source of satisfaction that they and the Treasurer of the College are men of such broad business experience that this fund is sure to be handled with greatest care.

VIII.

THE CAMPUS.

In an examination of the comparative values of the College property it is well to note the change which has come to the campus. In 1888 it was practically still a part of the prairie, partially shut in by barbed wire fence and with irregular paths and unkempt roads running through it. It was without turf, trees, shrubs, or adornments of any kind. Today owing to the care which has been given to it it is one of the attractive parts of our beautiful city. There is no special fund for this purpose, but there are at present hundreds of trees, shrubs and flowering plants and well cared for lawns, paths and drive-ways, which attract visitors and are part of the educational value of the College to the students.

IX.

THE STUDENT BODY.

After all has been noted the great asset of the College is its students and graduates. One thousand

twenty-seven have received their degrees during the present administration and the number of students connected with the College during this period has been 4,455.

Its graduates are in every State in the Union and in thirteen foreign countries, doing worthy work. They are found in all the liberal professions, in business and in engineering and other scientific careers. They are men and women of character, devotion to high ideals and both from inclination and necessity are industrious and effective in their life-work.

The number of students in the future must depend largely upon the facilities for meeting their needs. That this can and ought to be one of the leading educational centers of the nation, there is no doubt. Money, buildings, equipment and an enlarging library will come in the future as in the past if the policy is constructive and not restrictive, and generous people understand that this larger mission is the plan and purpose of the Faculty and Board of Control.

May I make, as I close my last report to this Board, one or two inadequate, personal expressions of what is in my mind and heart.

Years ago in a New England home, I thought that some day I would like to render a service to what was to me the unknown West. When nearly three decades ago your messenger came into my Eastern home with the invitation that I should go to a state and a work unknown to me, I went out not knowing whither I went, but I believed it was the call of God and I came gladly and with faith that I should find

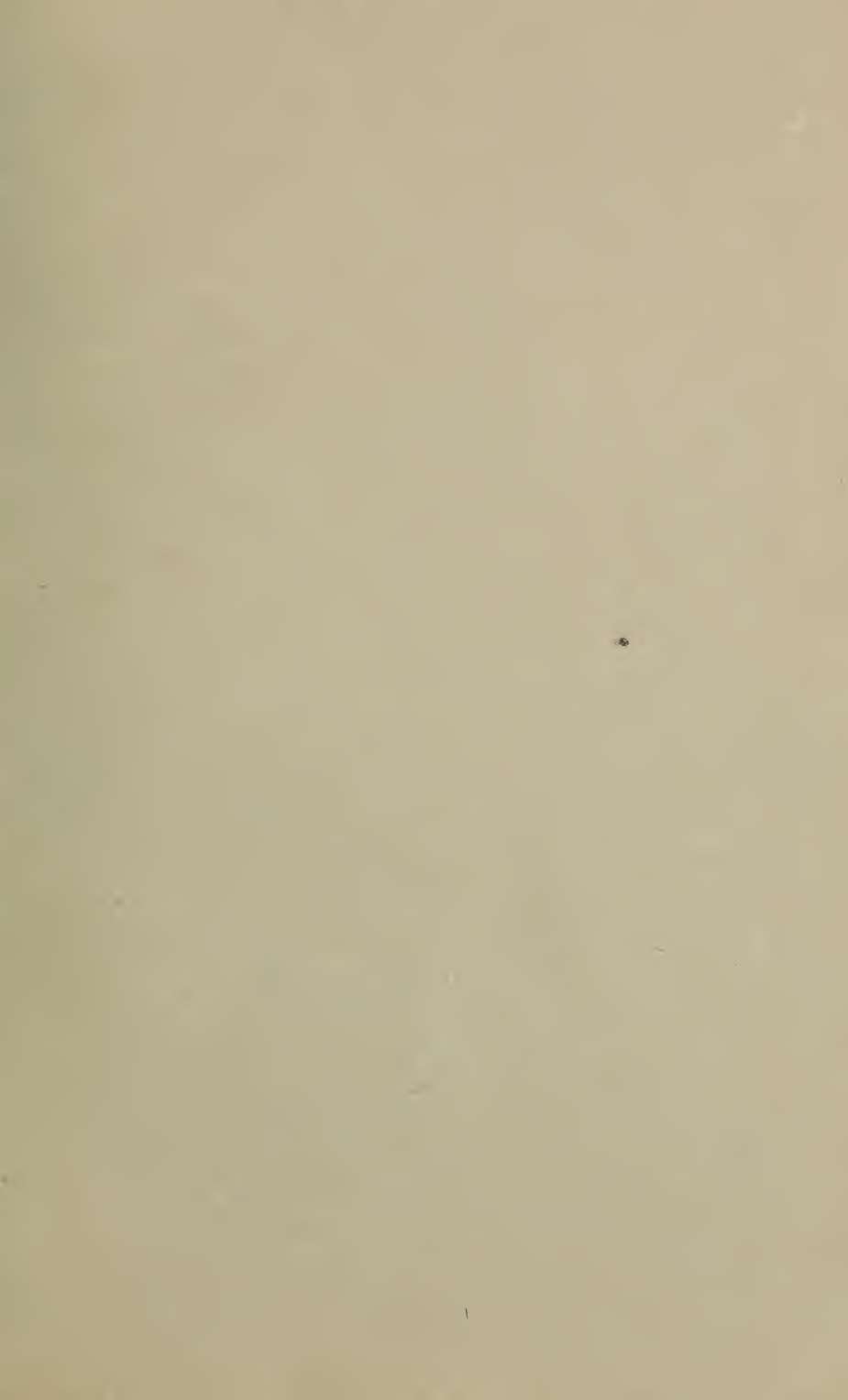
the opportunity of which I had thought as a boy, a dream which never left me in all the years that followed. To me Colorado College was that opportunity and the call was one which I neither wanted nor dared to refuse. Never in all the days since I turned my face Westward in response to that invitation and that call, have I questioned for a moment that this was what was given me to do and that it was my privilege to give myself to it.

It has been this faith that has made any burden light and invitations with much larger emoluments easy to refuse.

The work must stand for itself; but I pray that no obstacle shall be put in the way of this College fulfilling the high and noble mission to which it is called of God.

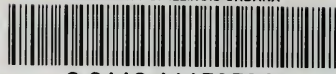
To the members of this Board, and to the many who in loyalty and generous kindness have helped to make the College what it is I extend my deepest gratitude. To few is given such wealth of helpful friendship as has come to Mrs. Slocum and myself since we came to live and work in your midst. We shall never forget you and we thank God for the strength and courage which you and many others have brought into our lives.

You know well that my greatest help in all these years has been the one who has done more and been more than I could do or be. Unselfishly, wisely and courageously she has given herself to the work which never could have been accomplished without her presence and her inspiration. For her and what she has been to me I am more grateful than all else.



DEMCO
PAMPHLET BINDER
Tan Pressboard

UNIVERSITY OF ILLINOIS-URBANA



3 0112 111535941